

You said, We did...

NHS IMAS is pleased to share with you the 50th edition of our Big Splash newsletter. The newsletter has changed its look a number of times over the years, recognising and celebrating the tremendous amount of work and support provided by our Partners, Pool members, clients and staff.

We recently launched an online survey, asking you for feedback on our newsletter, to make sure that it continues to add value and insights for you as stakeholders. We recognise that your views and opinions are essential to ensuring we continue to deliver a high standard of service.

We have listened and carefully considered this feedback. Here are some of the changes we have made to this edition in response to requests for greater engagement, flexibility and representation of the changing health and social care landscape.

You said...

You want more articles on sharing good practice, and information that represent the changing health and social care landscape.

We did...

We have included an article around the pioneering NHS Improvement Vital Signs Programme.

You said...

The pool member recruitment article offered little engagement to our readers.

We did...

We have changed the focus of the article to help encourage NHS staff to join our talent pool and to ask you for your recommendations.

You said...

You wanted a more visually engaging Big Splash newsletter.

We did...

We have made some subtle changes to the Big Splash newsletter email issued to all our readers by applying more graphics.

We are excited about the new possibilities these changes will bring and how the additional information will provide you with a more interesting and insightful read. We are interested to hear any thoughts you have on the changes we have made so far, so we can improve even further.

If you missed the chance to have your say, the survey is open until **Friday 12th of October**. It only takes two minutes to complete and is your opportunity to give your view of what you would like to see in future editions of our newsletter. Take part now here - <https://nhsimas.type-form.com/to/SEQlJC>

IN THIS EDITION:

You said, We did...

Richard Jeavons' thoughts

Life on assignment - Geoff Stokes

Quick splash - Jane McVea

Pool member development

Refer a colleague to NHS IMAS

Raising funds for Dr Ted's children's appeal!

#proud2bOps

Success Story - Anil Vara

NHS Improvement Practice

BIG Splash

50th
Edition

Interim Management
and Support

Richard Jeavons' thoughts

Thoughts from NHS IMAS Senior Partner,
Richard Jeavons.

Is Friday the day of the week you most look forward to? In my part time working life it is the day I plan to not work - and sometimes I even succeed!

“NHS IMAS assignments reflect the changing face and needs of the NHS”

Friday is also the day that the NHS IMAS weekly report drops into the inbox, key performance indicators against our core business plan targets, basically a four week rolling analysis of new enquiries and closed enquiries plus a snapshot of new assignments. Friday, or not, I find it almost impossible to resist opening the report (I appreciate this is partly about one's personality) to check the pulse of the organisation and find out who are our latest clients. Last week's clients included a Clinical Commissioning Group (CCG), an Academic Health Partnership and an NHS England programme.

The pattern of NHS IMAS assignments reflects the changing face and needs of the NHS. Through the last ten years, most noticeably, major organisational change has driven periodic increases in demand for subject matter expertise in Human Resources and Programme Management, as well as interim roles to plug gaps and create opportunities as staff leave or move around.

“NHS IMAS can play a significant part in facilitating effective change.”

With major changes at NHS England and NHS Improvement underway, NHS IMAS can play a significant part in facilitating effective change. Firstly, by helping to meet the inevitable short term need for skills to manage the change process. Secondly by using its experience, systems and methods to support people to take on the new roles and challenges that emerge.



Richard Jeavons

BIG Splash

Life on Assignment

50th
Edition

Interim Management and Support

NHS IMAS pool member, Geoff Stokes, tells Big Splash about his experience on two NHS IMAS assignments.

“NHS IMAS helped me to secure the role of interim Director of Corporate Affairs at University Hospitals Coventry and Warwickshire NHS Trust (UHCW) whilst the substantive post-holder went on secondment. The role covered the standard ‘company secretary’ functions, responsibility for the decision making and governance structures, as well as managing the executive office and other functions, including information governance.

Innovate Organisations

I was also tasked with addressing a number of issues including implementing the Conflicts of Interest policy and establishing the Freedom to Speak up Guardian role as part of the trust’s Raising Concerns policy. The role has given me the opportunity to work in a large, innovative organisation and I have enjoyed the variety of the role and have had the opportunity to provide input and influence a number of corporate decisions.

Before starting any interim assignment, I find it useful to research the host organisation and the people I will be working most closely with. This helps identify the questions I need to find the answers to so that I can assimilate quickly. It is also important to understand the unwritten requirements of the role as these will vary depending on whether the assignment is setting up a new role and supporting an organisation through the process of recruiting substantively or filling the interim gap between permanent appointments.

Support

NHS IMAS facilitated the arrangements directly with the client, and arranged for me to work a condensed four-day week which allowed me to continue to support a small charity I work with.

Successful Appointment

This is the second assignment I have undertaken since joining NHS IMAS as a pool member. When my current position was advertised substantively I decided

to apply and was successfully appointed. Having the opportunity to take an interim role through NHS IMAS helped me secure a substantive position as it gave me the opportunity to demonstrate my capabilities and assess the suitability of the organisation for me.

I am proud to be part of an exciting team at UHCW, and I am grateful for the opportunities I have been offered and the support given by NHS IMAS.”



Geoff Stokes

BIG Splash

50th
Edition

Interim Management and Support

Quick Splash - Jane McVea, working in ICS



Jane McVea

Hello, my name is...Jane McVea and for the past three years I have been working in the New Care Model programme helping the vanguards across London and the South develop and deliver their care model.

Since 1 April 2018 I have been working in Buckinghamshire Integrated Care System (ICS) leading on care model implementation. The ICS covers the county of Buckinghamshire and has six partner organisations covering health and social care.

My typical day involves...an early start to beat the traffic and get on top of emails. After that it's packed with variety. I might be meeting with a clinical team to listen to them describe how they think the care they deliver could be improved and talking them through what the care model could mean for them and their patients.

After that I might be discussing with system leaders how we can mobilise a virtual transformation team from across all the partners to support the change.

One of the major differences of working in an ICS is that you are not working for a single organisation. You are working for the partnership. This requires you to be able to build relationships quickly, use influencing skills and negotiation to deliver; understand the agendas driving each of the partners and be able to build credible compromises that deliver the best thing for the system.

Although I have spent 40 years working in every sector of the NHS this is the first time I have worked as closely with social care. One of my big pieces of learning is that the language and culture we are used to in health is very different from that in

social care. Although we are held to account, the relationship social care has with local people, through their cabinet members, is very different.

In Buckinghamshire, we are driving the transformation through a locality footprint. This means making sure we are paying attention to the whole population needs. Prevention and self-care is key to the model, as is supporting people to understand how to manage their own condition. One of the challenges is moving from a reactive model of care to a proactive one. To do this we need to support practices to work together in networks of 30-50,000 population as this will allow them to develop integrated teams where all the members know each other and the local population. Improved access is proving a useful tool in engaging practices in this discussion.

The best thing about the job is...that it allows me to work both with senior leaders across the range of organisations and with front line staff and patients to deliver real change. Few opportunities allow that amount of variety.

What have you learnt from your NHS IMAS assignment and what advice would you give others who are about to undertake one?

My first NHS IMAS assignment, after 35 years in the NHS, was with the New Care Models team which gave me the opportunity to work with national experts and learn from them. It also allowed me to visit vanguards all over the country and learn from them, which was a real privilege.

That assignment then opened up new opportunities which I would not otherwise have had. I would advise anyone who wishes to expand their horizons; test their skills in a new setting or face a new challenge to consider an NHS IMAS assignment.

What would you do if you didn't work in the NHS?

The honest answer is that I have never wanted to do anything else. The NHS, and NHS IMAS within that, has given an interesting and challenging career over 40 years.

BIG Splash

50th
Edition

Interim Management and Support

Pool Member Development

NHS IMAS is proud to offer a range of training and development opportunities for our pool members throughout 2018-19.

DON'T MISS OUT – Register your interest in upcoming training and development opportunities!

Learning Webinars coming up:

SAVE THE DATE 12th October 2018

NHS IMAS will run a webinar exploring reducing long hospital stays – a national priority, for our NHS IMAS pool members on 12 October 2018.

This session will be presented by Pete Gordon, Senior Improvement Manager and Elizabeth Sargeant OBE, Clinical Lead Health and Social Care Integration from the Emergency Care Intensive Support Team.

More information about this webinar session can be found on the [NHS IMAS website](#). We have broadcast five webinars this year for our NHS IMAS pool members and these have received extremely positive feedback. If you missed these sessions, the webinar recordings are now available to view on the [NHS IMAS website](#).

The most recent webinar took place earlier this month, presented by NHS IMAS Partner and Chief Executive of The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust - Tony Spotswood.

Tony shared his personal reflections on the Trust's transformational journey during a five year programme of improvement and culture change, which resulted in positive outcomes such as the best CQC staff survey engagement scores in the country and an outstanding CQC rating for 'well led'.

"Tony was excellent and there were some very pertinent questions"

You can view the webinar [here!](#)

Some of our other previous webinars have included:

1. Challenges facing Sustainability and Transformation Partnerships (STP) and Integrated Care Systems (ICS)

Delivered by Gerard Hanratty, Partner of Browne Jacobson

2. Focus on top tips, emerging national guidance and waiting times

Presented by NHS IMAS Partner Nigel Coomber, Director, Elective Care Improvement, NHS Improvement

3. Personal experience and reflection of working in different types of NHS organisations

Presented by NHS IMAS Partner, and Chief Executive, United Lincolnshire Hospitals NHS Trust Jan Sobieraj.

4. How to implement 'new ideas' in the front line service

Presented by NHS IMAS Partner, and Regional Medical Director (North) of NHS Improvement, Vincent Connolly.

We would welcome your feedback on other topics you would find helpful for NHS IMAS to run webinars around. Please send your recommendations to nhs.imas@nhs.net

Cohort four of the blended learning course launched...

Cohort four of the blended learning course has been officially launched. This is a flexible and robust package for our NHS pool members (those employed within the NHS) who are either new to working in a consultancy style or would like to improve their understanding.

Expressions of interest are still welcome but make sure you [register your place](#) today!

If you would like to find out more about the webinars or register your interest in joining cohort four of the blending learning course, please contact NHS IMAS Senior Programme Manager, Daniel Wood on daniel.wood7@nhs.net.

BIG Splash

50th
Edition

NHS

Interim Management and Support

Refer a colleague to NHS IMAS...

If you have worked with someone who you feel has the skills and expertise needed to undertake an NHS IMAS assignment please refer them to us now to join our pool.

NHS IMAS match the expertise and experience of senior managers and leaders, from across the NHS, to meet the short and medium term business needs of all NHS organisations in England.

We are looking for highly experienced and motivated senior individuals including Directors and Chief Executives and those currently working at Agenda for Change (AfC) 8d or above or 8c ready to take on a role at 8d, to join our talent pool of skilled leaders.

We can offer our talent pool members a unique platform to access a variety of interim opportunities that range from project and programme management, deputy and executive director positions across all specialties including: finance; nursing; operations; and HR, through to specialist consultancy roles such as service reviews, turnaround and improvement.

Colleagues who join the NHS IMAS talent pool will be able to access a range of support including:

- Being part of a large network of senior NHS leaders
- Mentoring and coaching
- Access to our blending learning course - "Introduction to Consulting and Facilitation Skills" which is accredited by the Royal College of Anaesthetists

- Access to NHS Elect courses
- Exclusive access to regular learning webinars, providing information, support and learning on topical areas of the NHS
- Exclusive access to development tools on the NHS IMAS website.

To find out more, check out the [NHS IMAS Corporate Brochure](#) for details on how to join the NHS IMAS talent pool. You can also keep updated by following NHS IMAS on [Twitter](#).

Professional Social Networking

Are you LinkedIn and Tweeting?

Following feedback from the recent online Big Splash newsletter survey, our readers have asked for more engagement through additional media platforms.

LinkedIn

NHS IMAS is part of one of the most popular business social networks – LinkedIn. We regularly keep our Network connections informed of weekly updates and post useful information. If you are not already part of the NHS IMAS LinkedIn Network, make sure you send in your connection request to [@nhs-imas](#) today!



Tweet



We are also avid tweeters and welcome you to follow us on Twitter. Make sure you ❤️ and retweet [@NHSIMAS](#) tweets!

BIG Splash

Raising funds for Dr Ted's children's appeal!

As part of the NHS Big 7tea celebrations, the NHS IMAS team held a charity bake sale to raise funds for Dr Ted's children's appeal at Rotherham NHS Foundation Trust.

The Dr Ted children's appeal raises money to fund everything from toys to specialist medical equipment and resources to help ensure our youngest and most vulnerable patients, as well as their families, have the best experience of being in hospital as possible.

A big thank you to all the staff who took part.



50th
Edition

NHS

**Interim Management
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#proud2bOps - Senior Operational Network across health and care

NHS IMAS welcomes the opportunity to share networking opportunities with readers of Big Splash!

#proud2bOps is a network of senior operational leaders working in health and care organisations and is open to operational leaders from NHS, public, independent, community and third sector organisations.

The network is aimed at Deputy Chief Operating Officer Divisional and Director of Operations level staff, providing a forum for discussions of support, learning and development, sharing of good practice, celebrating successes and the opportunity to have open, honest conversations with fellow senior operational leaders.

#proud2bOps is free to join. If you wish to be part of #proud2bOps please contact:
Emma.Challans@nhs.net

If you have a network you would like us to publicise in Big Splash, or on the NHS IMAS website, please contact NHS IMAS Programme Manager, Uzma Fazal on 0113 8251570 or email uzmafazal@nhs.net.

BIG Splash

50th
Edition

NHS

Interim Management
and Support

Success Story - Anil Vara, the Value of Mentoring



Anil Vara

NHS IMAS is committed to providing ongoing support to our pool members by responding to their needs. When Anil Vara successfully secured an interim role with the national Demand and Capacity team, he requested a Mentor and NHS IMAS helped find someone to provide the right level of support and challenge Anil needed on the assignment and beyond.

Here's a personal insight from Anil giving his perspective as a recipient of mentoring through NHS IMAS.

"I thoroughly enjoyed my assignment with NHS IMAS which was with the Demand and Capacity team at NHS England and NHS Improvement. The team were extremely supportive; however, I felt it was important in my role to have someone independent to discuss the challenges, ideas and opportunities that arose during my assignment; and to advise me on how the assignment could help my ongoing career development.

Ongoing Support

NHS IMAS offered to put in place mentoring for me; arranging for Nigel Coomber, NHS IMAS Partner and Director, Elective Care Improvement at NHS Improvement, to provide ongoing support.

Open and Honest Discussion

I found Nigel very helpful during the NHS IMAS assignment, and primarily, valued his openness in listening to my concerns. I felt I could have an open and honest discussion that would remain confidential. I decided to continue the mentoring sessions with Nigel, even though I have now completed the NHS IMAS assignment, and recently joined the London team at NHS Improvement. I know I will continue to benefit from my discussions with Nigel in my new role."

BIG Splash

50th
Edition

Interim Management and Support

NHS Improvement Practice – Vital Signs

NHS IMAS recently supported an assignment with NHS Improvement where the NHS IMAS pool member provided specialist support to the high profile programme of work to design and develop an innovative offer of Lean Thinking based quality improvement consultancy to trusts.

Their work was a precursor to the development of the Vital Signs Improvement Practice programme, which is an improvement practice for the NHS. It has four main elements:

- 1. enabling an improvement practice**
- 2. supporting the practice with a method based on Lean principles and systems thinking**
- 3. creating a learning network to support all those on the improvement journey no matter their starting point, current position, improvement method or coach**
- 4. offering direct consultancy support based on Lean principles.**

Rhythm

Importantly, Vital Signs is an improvement practice based on lean principles rather than a lean programme – mainly because it seeks to integrate the work of all improvers who are training in and using methods that bring rhythm to improvement practice and are habit-forming.

Bottom-up

Seven trusts across the country have participated in the first wave of this programme. These organisations have two broad goals: to improve performance against targeted areas, and to enable a practice of improvement. Achieving these goals will be bottom-up by staff and patients. It will be focused on the problems they see and feel every day.

Before this programme started in trusts, a lot of effort was invested in developing the method and understanding why other lean based approaches to improvement had succeeded or failed.

Based on Lessons

The first step was bringing together 17 organisations to look at how they deliver improvement today and the problems they had, and then to develop the improvement process at the heart of the practice, based on these lessons. This process

focuses on delivering improvements that staff and patients want – not top-down, goal-driven improvement.

Small Changes

The programme is in the early stages, with the potential to successfully make life better for patients and staff through small changes every month.

For more information about Vital Signs or to find out more please contact NHS Improvement Business Manager Laura Hooper: laura.hooper3@nhs.net.

